PROCEDURES FOR THE INITIATION AND REVIEW OF RESEARCH PROJECTS

Procedures Instructions No. 2

23 JULY 1958

CENTRAL INTELLIGENCE AGENCY

OFFICE OF THE CHIEF, ECONOMIC RESEARCH

OFFICE OF RESEARCH AND REPORTS

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Procedures for the Initiation and Review of Research Projects

I. The Initiation of Research Projects

a. All research projects require the approval of the Chief/E. In the case of small support projects (defined in (5) below) the authority to approve projects id delegated to Division and Staff Chiefs, who may further delegate the authority to Branch Chiefs.

b. The procedure for the initiation of research projects is as follows:

(1) When a Branch wishes to initiate a research project, other than when the annual research program is planned, the Branch shall prepare a Project Initiation Memorandum in the form shown in Attachment A. If the proposed project will delay the completion of a currently scheduled project, the Memorandum shall include the following statement: This project will delay the completion of Project _____ until _____ . This Memorandum (classified SECRET unless a higher classification is required) shall be typed on a ditto master and shall be forwarded to the Division Chief, who will indicate his concurrence by initialing the Memorandum. If contributions from other Divisions are proposed, the Action Division shall obtain the concurrence of the other Divisions. The Memorandum shall then be forwarded to St/PR, which will review the Memorandum and forward it to the Chief/E for approval. When St/PR receives an approved Project Initiation Memorandum, it will assign a project number, notify the analyst of the number, and prepare and distribute copies of the Memorandum to the Branches and Divisions and to other interested components outside the Economic Research Area. Project numbers will not be assigned before the project has been approved by the Chief/E.

(2) The procedure outlined in (1) above applies to all projects which are expected to result in economic intelligence reports, intelligence memoranda, and research aids. The Project Initiation Memorandum for each such project shall present the intelligence problem and the terms of reference for the project in sufficient detail to permit the Division Chief

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and the Chief/E to assess the desirability of undertaking the project. If necessary, a tentative outline should be submitted with the Memorandum.

(3) Project Initiation Memoranda will also be prepared for area-wide contributions to National Intelligence Surveys and to National Intelligence Estimates and for other area-wide support projects. Memoranda on NIS contributions will be prepared by the NIS Coordinator in St/PB, and Memoranda on NIE contributions and area-wide support projects normally will be prepared by St/PR; St/PB or St/PR will respectively be responsible for obtaining the concurrence of the Divisions concerned.

(4) Formal Project Initiation Memoranda normally will not be prepared when only one Branch is involved for projects that are to be under-taken to comply with specific requests for support from Agency components outside the ERA, from the EIC and its subcommittees or from non-Agency requesters. All such projects (other than small support projects to be defined below) require the approval of the Chief/E. St/PR is responsible for obtaining such approval, notifying the Division concerned and assigning a project number to the request. When a Staff Chief, Division Chief, Branch Chief or analyst receives an oral or written request for the preparation of written intelligence from anyone outside the ERA, including EIC subcommittees, he shall contact St/PR to describe the request and indicate the man-hours required and the due date. St/PR will obtain the approval of the Chief/E, assign a project number and inform the Division and Branch Chiefs concerned.

(5) Small support projects may be initiated by Staff, Division and Branch Chiefs without the specific prior approval of the Chief/E. A small support project is defined as any project that (1) is to be undertaken in response to an oral or written request from an Agency component outside the ERA or a non-Agency requester, (2) will result in the preparation of written intelligence, and (3) will require no more than 40 man-hours and/or will be completed within two weeks from the date of initiation. An analyst who receives such a request shall, after obtaining at least Branch Chief approval, contact St/PR, describe the request and obtain a project number.

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With respect to current intelligence support, project numbers shall be obtained only for research projects undertaken by a Branch at the specific request of the Chief St/CS, who shall be responsible for obtaining the numbers. Small support projects will be numbered in a special S-numbered series, and St/PR shall be responsible for maintaining a record of such projects. The man-hours spent on them shall be recorded on analysts' time sheets in columns 4 and 5, Consultation and Support, and a record copy of each project shall be kept in the files of the Branch concerned.

c. Changes in the research program require the approval of the Chief/E, except that Division Chiefs are authorized to extend the due dates of projects for valid reasons. When the due date for a project is changed, the Division shall notify St/PR of the new due date. In order to cancel a project, the Branch Chief concerned shall submit a memorandum through the Division and St/PR to the Chief/E explaining the reason for the request.

II. The Review of Completed Research Projects

a. When a research project intended for ORR publication is completed, the Action Division will submit the draft report, together with 2 copies of a standard transmittal sheet for such projects (See Attachment B), to the Chief/E through St/PR. All reports shall be submitted in triple-spaced drafts on legal-size paper, and in an original and two copies.

b. Draft reports intended for ORR publication shall be coordinated with other appropriate individuals or components in the ERA, and their concurrence with the substance and conclusions of the report shall be indicated by initials on the transmittal sheet. If a report deals with a subject for which the primary production responsibility according to DCID 3/1 falls to an Agency other than CIA, the analyst shall attach a memorandum indicating the nature and extent of the coordination that has bee undertaken. All reports concerned with atomic energy matters shall be coordinated with OSI, and the degree of coordination shall be indicated in a memorandum. All of the necessary coordinations must be completed prior to submittal of the draft report for review by the Chief/E.

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c. After final approval by the Chief/E the draft report will be submitted to St/PB for editing and publication. In the case of IM's, the Chief, St/PB will obtain final approval from the AD/RR prior to publication.

d. Except as noted in (e.) and (f.) below, when a support project (including small support projects and projects done at the request of EIC subcommittees) is completed, the Action Division shall forward the completed project, together with one copy of a standard transmittal sheet for such projects (See Attachment C), to the Chief/E through St/PR. Support projects shall be submitted in an original and at least two copies. After approval by the Chief/E, the project will be forwarded to St/C, or elsewhere as appropriate, for transmittal to the requester.

e. When a completed NIS contribution has been approved by the Action Division, it shall be submitted in 4 copies to the NIS Coordinator in St/PB together with 2 copies of a standard NIS transmittal form (Attachment D). Contributions may be in typescript or reproduced on ditto or Zerox, but the style and format must conform to the requirements outlined in the NIS Standard Instructions. Three copies of the contribution must be complete with proofs of all graphics and with contributions (if any) prepared by other Agencies. The fourth copy shall include only the contributions prepared in the Economic Research Area. A fifth copy, complete with documentation, graphics, and contributions from other Agencies, shall be retained in the files of the Branch responsible for coordinating the NIS section. The NIS Coordinator will submit 3 copies of the completed contribution to the Office of Basic Intelligence and one copy to the Chief/E, through St/PR, for review.

f. When complete and approved by the Branch and/or Division Chiefs concerned, small support projects done for OCI at the request of the Chief, St/CS shall be submitted directly to St/CS in an original and one copy. The Chief, St/CS shall send to the Chief/E for review prior to publication, copies of all current support memoranda and articles for OCI publications prepared in the ERA.

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Attachment A

CENTRAL INTELLIGENCE AGENCY
Office of Research and Reports
Economic Research Area

PROJECT INITIATION MEMORANDUM

Project No. _____
Date: _____

TITLE:

TYPE OF PROJECT: ORR Publication ☐ NIS ☐ NIE ☐ Other ☐

STATEMENT OF THE INTELLIGENCE PROBLEM:
Problem:

Terms of Reference:

RESPONSIBILITY:

	Man-hours	Due Dates	Initials
Action Division:			
Branch:		(to St/PR)	
Contributing Divisions:			
Branches:		(to action branch)	
Consulting Branches:			
Principal Analyst:	Name	Extension	

APPROVED _____
Chief, Economic
Research Area

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Attachment B

_____
(Date)

MEMORANDUM FOR: Chief, Economic Research Area

THROUGH: Chief, Planning and Review Staff

SUBJECT: Transmission of Draft Report, Project No. _____

                  Title: _____

                  _____

                  Author: _____
                           (Name)   (Branch) (Ext)

                  Contributing analysts: _____

                  _____

ATTACHMENTS: Subject draft report (original and two copies).

1. Attachment is submitted for review and publication. Recommended
   category: RR ☐ RA ☐ IM ☐ Other ☐

2. Report has been coordinated with:
   _____   _____
   (Initials)   (Branch)

   _____   _____
   (Initials)   (Branch)

   _____   _____
   (Initials)   (Branch)

3. Arrangements for graphics have ☐ have not ☐ ben made
   through St/PB.

4. Information on US military end products or manpower ☐ has
   ☐ has not been used.

5. Man-hours used in producing this report are _____.

6. Estimate cards have ☐ have not ☐ been submitted to St/PB/A.

7. Comments:

_____
Chief, _____ Division

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Attachment C

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_____
(Date)

MEMORANDUM FOR: Chief, Economic Research Area

THROUGH: Chief, Planning and Review Staff

SUBJECT: Transmission of Support Project, _____

                   Title: _____

                   _____

                   Author: _____
                              (Name)   (Branch)   (Ext)

                   Contributing analysts: _____

                   _____

ATTACHMENTS: Subject project (original and at least two copies)

   1. Attachment is submitted for review and forwarding to requester.
      Requester is:

      _____

   2. A copy (attached) should also be sent to:

      _____   _____

   3. Man-hours used on this project: _____

   4. Comments:

                                        _____
                                        Chief, _____ Division

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Attachment D

Date _____

NIS Area No. _____

Country _____

Section No. _____

Section Title

MEMORANDUM FOR: NIS Coordinator, St/PB   _____

SUBJECT: Submission of NIS   _____

_____

A. Section Coordinator: _____
                              (Name)   (Branch) (Room No.) (Ext)

B. Contributing Analysts:

Analyst	Branch	Analyst	Branch
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____

C. This Section has been coordinated with:

Analyst	Branch	Analyst	Branch
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____

D. Each manuscript copy is assembled as follows:

	Number of Pages		Number
Title Page	_____	Tables	_____
Table of Contents	_____	Maps	_____
List of Figures	_____	Charts	_____
Caption List	_____	Graphs	_____
Text	_____	Photos	_____
Other	_____	Other	_____

E. Comments on classification or control of dissemination:

F. Other comments:

Approved: _____   Signed: _____

_____   _____
Division Chief (or Division Coordinator)   Section Coordinator

PROCEDURES FOR PLANNING THE ANNUAL RESEARCH PROGRAM

Procedures Instructions No. 1

23 JULY 1958

CENTRAL INTELLIGENCE AGENCY

OFFICE OF THE CHIEF, ECONOMIC RESEARCH

OFFICE OF RESEARCH AND REPORTS

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Procedures for Planning the Annual ERA Research Program

The procedures outlined in this memorandum are to govern the planning
of the annual research program for the Economic Research Area. They are
designed to simplify the planning process and ensure uniformity in the submis-
sion of Branch research programs for substantive review by the responsible
Division Chief and the Chief, Economic Research. The drafting of the annual
research program, to be accomplished between February and June of each year,
will proceed as follows:

1. St/PR will send to all ERA Divisions and Branches a time schedule
setting forth the dates by which the various steps in drafting the program
are to be completed. At the same time, St/PR will also distribute a list of
area-wide and other direct support projects (contributions) that will be
scheduled during the new fiscal year. The list will be drawn up from NIE
and NIS schedules, a review of current and anticipated commitments to other
consumers, and discussions with particular Division and Branch Chiefs
concerned, and will represent the collective best judgment of the ERA
concerning the probable requirements for direct support in the form of
contributions.

2. Taking account of known NIE and NIS plans, Division Chiefs, after
consultation with Branch Chiefs, will submit to the Chief/E, with copies
to all other Divisions, any proposed self-initiated, area-wide projects to
be undertaken during the new fiscal year. Individual analysts are encouraged
to submit ideas for such area-wide research projects. In addition to a
discussion of the proposed project, the submission for each project shall
include a list of participating branches, a rough approximation of the
man-hours required for each Branch, and the proposed due dates. The Chief/E,
in consuluation with the Division Chiefs, will determine the projects to
be undertaken.

3. St/PR will distribute a list of the agreed-upon, new area-wide
projects (if any), together with a list of those self-initiated area-wide
projects currently in process (if any) which will not be completed during
the current fiscal year.

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4. Upon receipt of these lists, each Branch will prepare its complete program for the new fiscal year and will submit it (original and two copies) in the form outlined in Annex 1. Adherence to the form is essential, because uniformity in Branch submissions will simplify and greatly facilitate the review of the individual programs by the respective Division Chiefs and the Chief/E and the preparation of the program by St/PR and St/PB for final publication.

5. The Chief/E will meet with each Branch and Division representative to discuss the proposed program. Individual Branch programs will be revised, if necessary, and re-submitted to St/PR.

6. St/PR will consolidate the individual Branch programs into a draft program for the ERA as a whole. This draft will be submitted to the AD/RR for review and for coordination with other Agency components.

7. After coordination and final review, the draft program will be sent to St/PB, which will be responsible for ensuring its publication by the beginning of the new fiscal year. Before the program is sent to the printing plant for reproduction, St/PB will send an ozalid copy of the typed mats to St/PR, which will prepare the sanitized versions for dissemination outside CIA.

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ANNEX 1

Format for Submission of Annual Research Programs by ERA Branches

In order to facilitate review and final publication, ERA Branch programs are to be submitted on letter-size paper in an original and one carbon copy and in the form and order indicated below.

1. Cover sheet, to include name of Branch and Division, and date of submission.

2. List of the names of professional personnel in the Branch, together with the project assignments proposed for each analyst in the new fiscal year.

3. Table (Table I) showing estimated distribution of available man-hours for the Branch, by type of activity, as follows:

Type of Activity 1/	Man-hours	
	Number	Percent
Total	2/	100
Project research		
Consultation and support		
Intelligence and Estimates File Maintenance		
Training		
Administration		
Leave		
Miscellaneous		

1/ As defined on the reverse side of the Analyst Record of Time Distribution.

2/ Total man-hours - number of analysts expected to be on duty (including Branch Chief and Intelligence Assistant) multiplied by 2000.

4. Table (Table 2) showing estimated distribution of man-hours available for project research by type of project, as follows:

Project Research	Man-hours	
	Number	Percent
Total	1/	100
Direct Support Projects		
Contributions 2/		
Reports 3/		
Other scheduled projects 4/		
Allowance for carry-over and unanticipated requirements 5/		

1/ Total man-hours available for project research (from Table 1).

2/ Includes direct manuscript contributions to National Intelligence Estimates and National Intelligence Surveys, and specific projects undertaken for other consumers as indicated in the list of area-wide projects to be prepared by St/PR and sent to each Branch.

3/ Includes individual Branch projects which are intended for publication as ORR reports, research aids or intelligence memoranda and which stem directly from research undertaken specifically to improve the quality of Branch contributions to National Intelligence Estimates, to National Intelligence Surveys, and to the programs of consumers other than ONE and OBI.

4/ Includes all other scheduled Branch projects.

5/ Carry-over allowance refers to the number of hours required for final review and checking of reports which will be submitted to the Chief/E before the end of the current fiscal year, but which will not be published until the next fiscal year.

5. List of scheduled area-wide direct support projects and self-initiated area-wide projects to which the Branch will contribute, listed in the order as given in the list prepared by St/PR and furnished to each branch. The list should be drawn up as follows:

Project Number	Full Title	Man-hours	Due Date

A. National Intelligence Estimates

B. National Intelligence Surveys

C. Other scheduled contributions

D. Self-initiated area-wide projects

6. List of Branch projects currently scheduled with due dates (either present or proposed) in the next fiscal year. For each such project give the project number, title, man-hours required in the new fiscal year, due date, and a precis' written in a form suitable for insertion in the published program. The style of these precis' should conform to that used in the published ERA research program for the current fiscal year.

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7. Proposed new Branch projects, each project to be put on a separate page and in the following format:

Title:

Intelligence Problem:

(1 or 2 paragraphs, indicating the intelligence problem and giving background information sufficient to provide the reviewer with an understanding of the rationale for the proposed project)

Principal Consumer:

Type of Report: (RR, IM, RA, Other)

Man-hours: (to be spent in the new fiscal year)

Due Date: (to St/PR)

Analyst:

Preliminary Outline:

Precis: (in the style suitable for insertion in the final published program)

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